



KINGSPORT
TENNESSEE

SETTLED 1761, INC. 1917

Where is Kingsport?

Midway between New York-New Orleans and Chicago-Orlando



Compared with its proximity to Memphis, Kingsport is closer to:

Charlotte = 208 mi
Columbia, SC = 240 mi
Nashville = 280 mi
Atlanta = 281 mi
Louisville = 286 mi
Cincinnati = 290 mi
Columbus, OH = 311 mi
Charleston, SC = 250 mi
Richmond = 346 mi
Birmingham = 356 mi
Myrtle Beach = 385 mi
Savannah = 393 mi
Hilton Head = 394 mi
Indianapolis = 396 mi
Washington = 397 mi
Pittsburgh = 404 mi
Outer Banks = 482 mi
Baltimore = 432 mi
Cleveland = 471 mi

Kingsport's population is large enough to have amenities, but small enough to avoid problems like traffic and crime.

Phoenix, AZ	4,263,236
Nashville, TN	1,593,050
Memphis, TN-MS-AR	1,316,579
Tucson, AZ	989,569
Knoxville, TN	699,180
Greenville, SC	638,576
Chattanooga, TN-GA	530,205
Kingsport-Bristol-Johnson City, TN-VA	509,611
Asheville, NC	422,752
Roanoke, VA	308,893
Charleston, WV	304,571
Spartanburg, SC	284,713
Charlottesville, VA	199,776
Anderson (Clemson) , SC	187,269
Blacksburg (Virginia Tech)	161,768

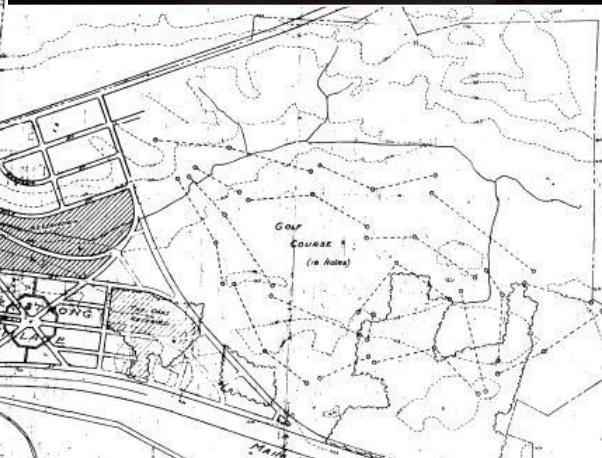
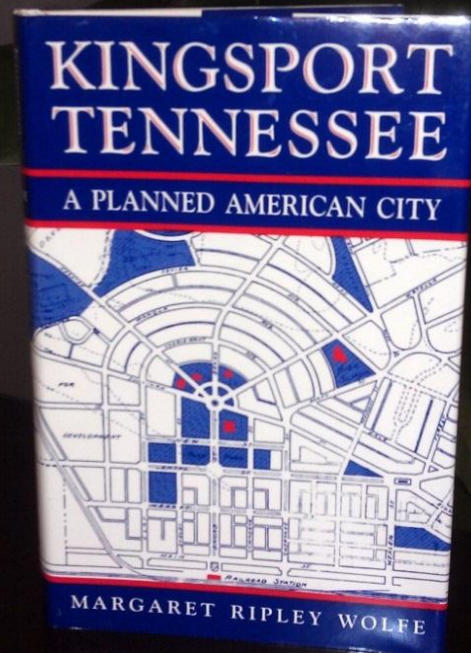
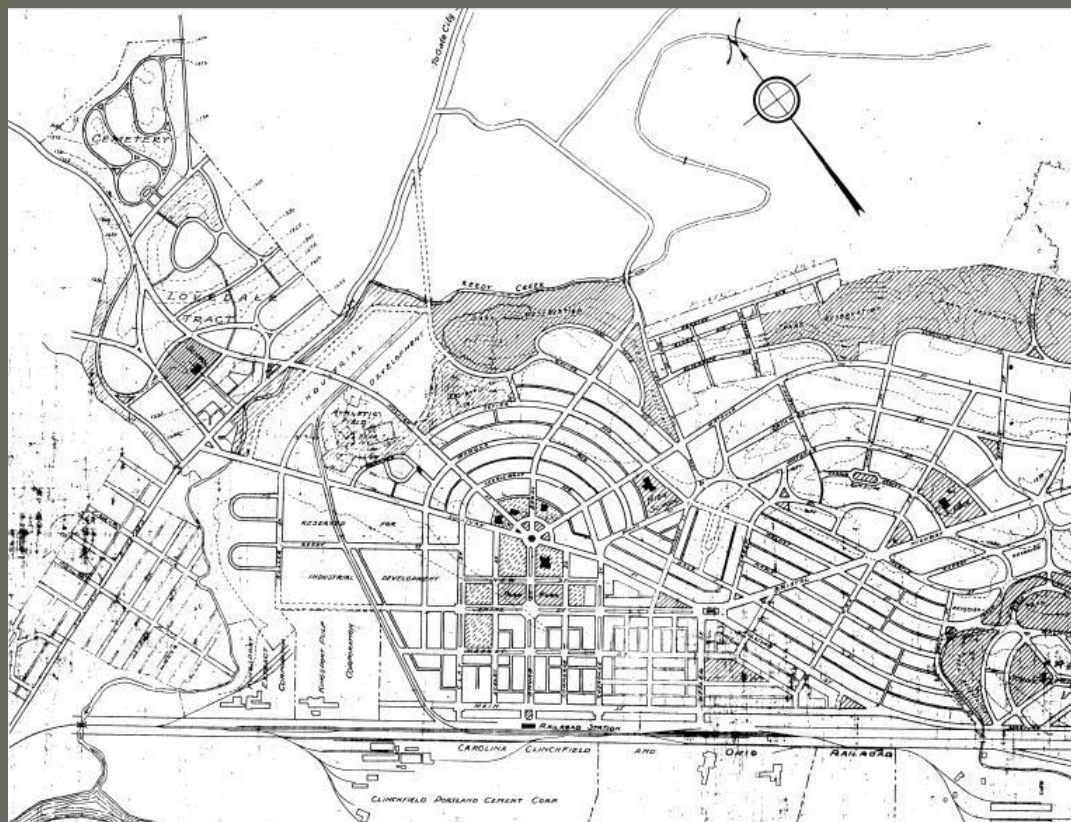


**1,000,000 within 50-mile radius*

GENERAL MAP of KINGSPORT TENNESSEE

COMPILED IN THE OFFICE OF
JOHN NOLEN CITY PLANNER
HARVARD SQ. CAMBRIDGE MASS.
1919

To Bristol
→



1999

Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / Sustainability
- Public arts, sculpture, music, cultural amenities



Church Circle



Kingsport Academic Village brings 2,100 students downtown

Then and Now	1999 Summit	2010 ACS 5-Yr
College degree or higher	18%	32%
Median age	42.3	43.7
Over 65	21%	20%
Median Family Income	\$30,279	\$51,826

Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government at

Harvard University honored Kingsport as one of only six winners of the 2009 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, this incredible accomplishment will "draw attention to not only Kingsport, but the

from Carson-Newman College, King College, Lincoln Memorial University and the University of Tennessee.

Two other facilities are the Regional Center for Advanced Manufacturing to open in August with help from Eastman and Domtar, and the Pal Barger School of Automotive Technology, set to open downtown next year.

Such initiatives have already helped brand Kingsport as a community interested in lifelong learning and a high quality of life. That, in turn, has helped attract new business, retain existing businesses and retrain a labor force to meet the increasing demands of a truly global marketplace.

There are more than 15,000 economic development districts in the U.S., all equally eager for job growth. Given that enormous number of competitors, recognition by Harvard certainly helps increase Kingsport's visibility nationally, and that's an opportunity city leaders can capitalize on — along with the city's other, equally valuable, at-

most-industrial, infor-

Education a family affair for Church Hill foursome

■ **'As long as** you're willing to learn, you will learn here.'
— Troy Christian

By RICK WAGNER
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Domtar for about four years. About three years

More than 75% of workforce in establishments with <9 employees



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2010	Count	%
1-4 Employees	1,381	56.4%
5-9 Employees	472	19.3%
10-19 Employees	290	11.8%
20-49 Employees	181	7.4%
50-99 Employees	75	3.1%
100-249 Employees	36	1.5%
250-499 Employees	8	0.3%
500-999 Employees	3	0.1%
1,000+ Employees	4	0.2%

[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009 ▾

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

Fastest small business growth

In these metro areas, the number of small businesses -- companies with fewer than 50 employees -- grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

Rank	Metro area	Small business growth rate	# of small businesses (1-49 employees)
1	Kingsport, TN	43.7%	6,087
2	St. George, UT	29.8%	4,224
3	Provo, UT	23.0%	10,525
4	Bend, OR	22.6%	6,554
5	Palm Coast, FL	22.4%	1,888

Best Places Winners


 Show: [All 50](#) [Top Large Places](#) [Top Midsize](#) [Top Small](#)

Top 25 Lists

[Small business growth](#)
[College-educated workers](#)

Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime

Leisure, Hospitality, Sports Tourism

MeadowView Marriott
80,000+ guests per year

\$128 million in spin-off
private taxable
investments

Numerous national AAU
and USSSA championships

NASCAR

Direct Tourist Spending:

- Sullivan Co \$286.1 mm
- Washington Co \$194.7 mm



Prepared By:
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Ph: (865) 850-9319
E-mail: smorse@utk.edu
www.southeasttourism.net

Leisure, Hospitality, Sports Tourism

- \$15 million
- Fitness, Competition, Wellness, Leisure
- Zero depth entries, ADA accessible
- Family/assisted changing rooms
- Indoor-Outdoor
- All ages and abilities
- Collocated with new YMCA

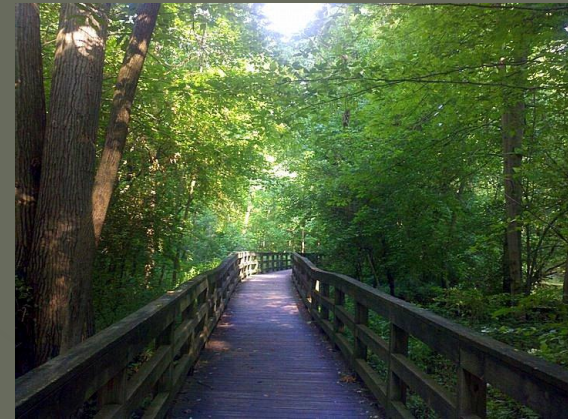


Kingsport Aquatic Center Progress – May 2012

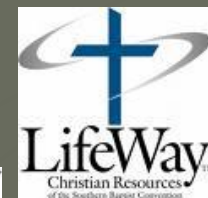
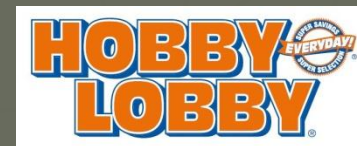


Leisure, Hospitality, Sports Tourism

- ▶ Bays Mountain Park
 - 3500 acre city park
 - 44 acre lake
 - Nature Center
 - Farmstead Museum
 - Planetarium with a 40 foot diameter dome
 - Attracts students from 33 counties in 5 states
 - Native wildlife habitats
 - ▶ Wolves, turtles, whitetail deer, bobcats, river otters, raccoons, raptors, raptor center, herpetarium, waterfowl aviary, watershed room



Since 2005, all of these
have located on a
redeveloped site

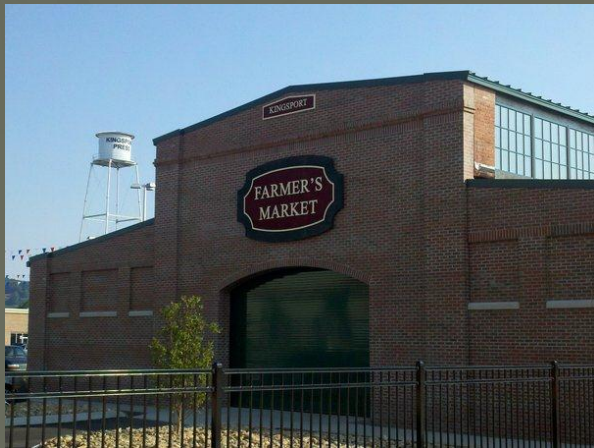


Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable
investment (1998-2011)

Excluding public/semi-public
non-taxable investment (an
additional \$129,000,000)



Public Art & Sculpture



www.MoveToKingsport.com

Follow us on



The Facts

Careers

Homes

Families

Activities

Get the Relocation Guide

Welcome to Kingsport!



WELCOME TO KINGSFORT

Let us introduce ourselves

ABOUT KINGSFORT

This is our city

OUR AMBASSADORS

Kingsport's welcoming committee

What if there were a place...

- ▶ **Where the hottest summer days were like New England or the Minnesota Northwoods, but the winter snowfall was 34 inches less?**
- ▶ **Where the annual high and low temperatures were like the California Wine Country (minus the faultline)?**
- ▶ **Where the average winter days were like Atlanta, but the summers had 35 fewer 90+ degree days?**
- ▶ **Where the number of 90+ degree days were half that of the Colorado Rockies (and the winters had 45 fewer inches of snowfall)?**
- ▶ **Where lush green vegetation was naturally maintained by rainfall amounts comparable to the Pacific Northwest?**
- ▶ **Where nature's beauty unfolded in four balanced seasons?**
- ▶ **And what if that place's natural watershed scored a perfect 100?**
- ▶ **And it was equidistant from every major metropolitan market in the eastern United States?**
- ▶ **Oh, and did I mention it is consistently one of the most affordable places to live?**
- ▶ **Mix in some of the nicest, most accommodating people in the world...**

And you have Kingsport, Tennessee ... we welcome new neighbors!

USA Today Headline

"1 in 8 workers leave by 6 a.m."

▶ My commute to work	10 minutes
▶ Lowe's, Home Depot, Target, Kohl's, Dick's, Best Buy	3 minutes
▶ Greenbelt Park (walking/biking)	4 minutes
▶ Multiple restaurants, Starbucks, Dunkin Donuts	5 minutes
Grocery, fitness, doctor, optometrist, urgent care, pharmacies Vet, boarding and grooming	
▶ 2 hospital/medical centers, specialists, trauma & emergency, car dealerships (service & maintenance)	6 minutes
▶ Nursing, assisted living, retirement, continuing care	7 minutes
▶ Schools, Mall, Bowling & Theatre	8 minutes
▶ Farmer's Market	9 minutes
▶ Churches, pre-schools, daycares, aftercare	10 minutes
Downtown shops, entertainment, restaurants, art galleries	
▶ YMCA, Aquatic Center, lakefront park, boundless playground, dog park	12 minutes
▶ Kayaking, canoeing, fishing at Riverfront Park	14 minutes
▶ 3500 acre mountaintop park, planetarium & mountain biking	19 minutes
▶ Airport (& park at the front door)	20 minutes
▶ Marina, boat storage	27 minutes

For just about anything else....point, click and purchase at your convenience!

Kingsport is...Four Balanced Seasons



Kingsport is ...

Near 5 national parks

- ▶ **Great Smoky Mountains**
- ▶ **Cumberland Gap**
- ▶ **Appalachian Trail**
- ▶ **Blue Ridge Parkway**
- ▶ **Andrew Johnson**

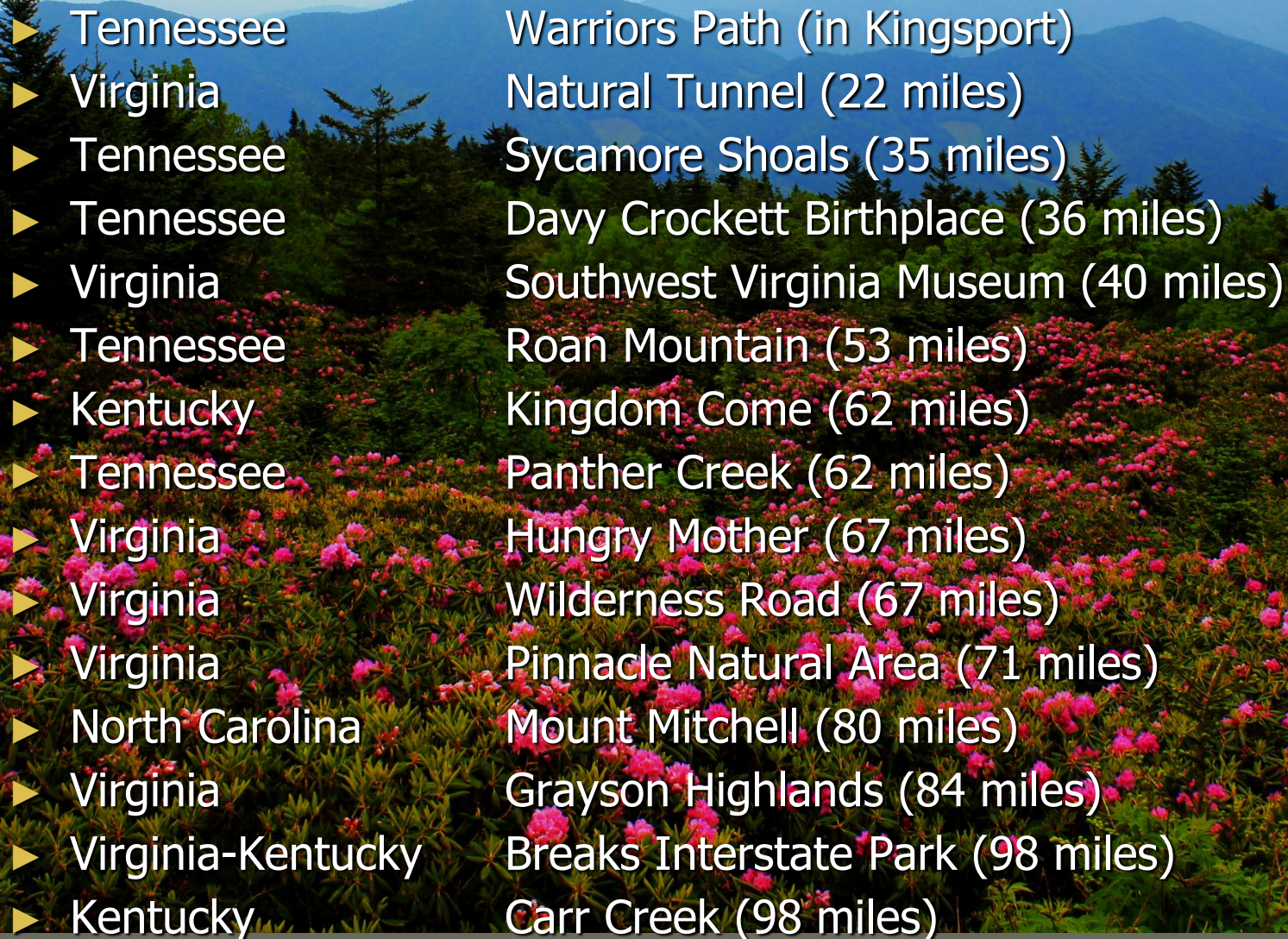
National Park Service

National Park Service
U.S. Department of the Interior



Kingsport is ...

Less than 100 miles from 15 state parks in 4 states

- 
- ▶ Tennessee Warriors Path (in Kingsport)
 - ▶ Virginia Natural Tunnel (22 miles)
 - ▶ Tennessee Sycamore Shoals (35 miles)
 - ▶ Tennessee Davy Crockett Birthplace (36 miles)
 - ▶ Virginia Southwest Virginia Museum (40 miles)
 - ▶ Tennessee Roan Mountain (53 miles)
 - ▶ Kentucky Kingdom Come (62 miles)
 - ▶ Tennessee Panther Creek (62 miles)
 - ▶ Virginia Hungry Mother (67 miles)
 - ▶ Virginia Wilderness Road (67 miles)
 - ▶ Virginia Pinnacle Natural Area (71 miles)
 - ▶ North Carolina Mount Mitchell (80 miles)
 - ▶ Virginia Grayson Highlands (84 miles)
 - ▶ Virginia-Kentucky Breaks Interstate Park (98 miles)
 - ▶ Kentucky Carr Creek (98 miles)

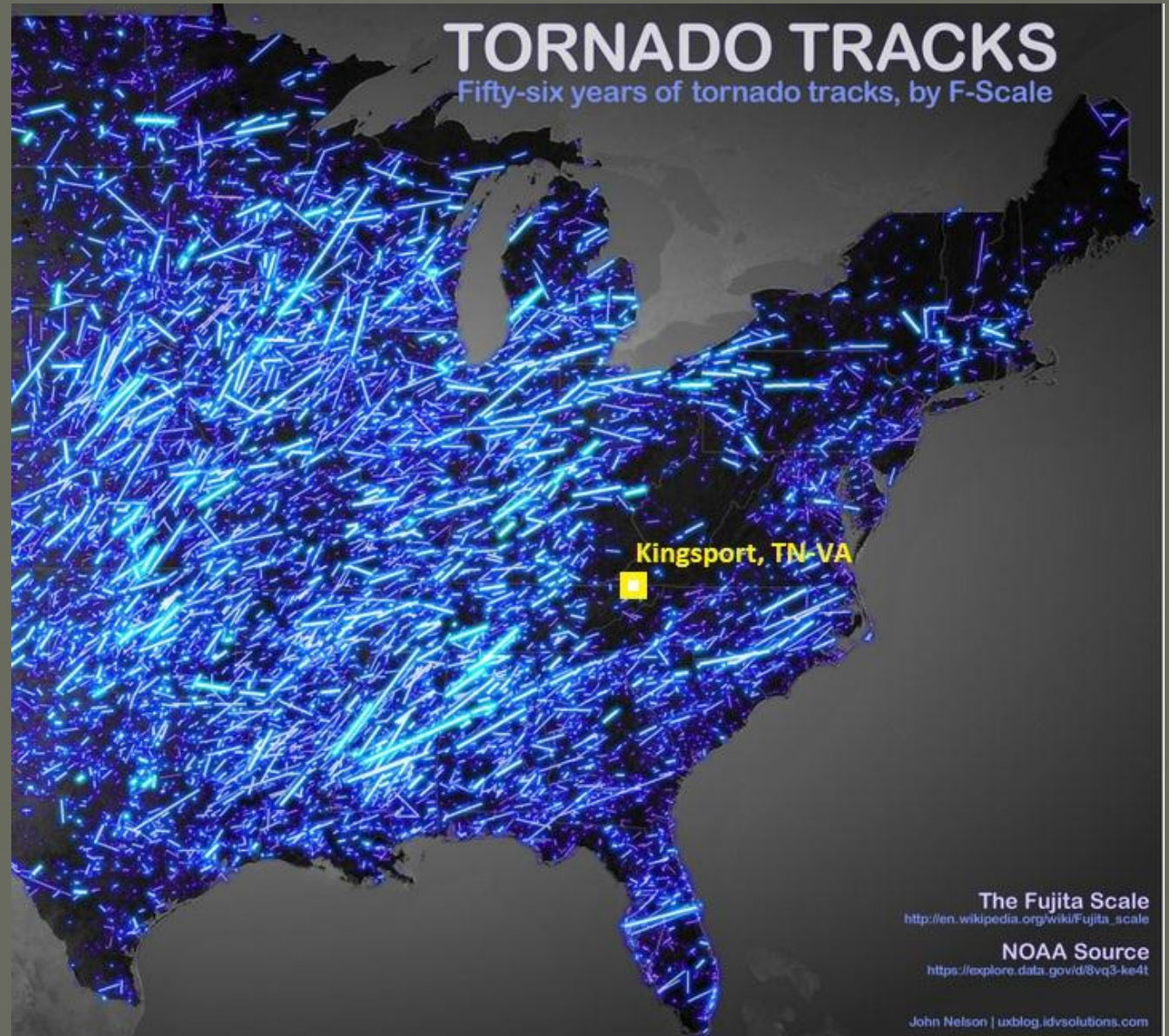
Kingsport is ...

Near 6 TVA dam-controlled lakes

- ▶ Fort Patrick Henry (inside Kingsport)
- ▶ Boone (15 miles)
- ▶ Cherokee (29 miles)
- ▶ South Holston (33 miles)
- ▶ Watauga (41 miles)
- ▶ Douglas (74 miles)



Sheltered
from
extreme
weather by
the timeless
Appalachian
Mountains





*You've got
Connections!*

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Tri-Cities Regional Airport



a world-class airport - right here at home

Summer 2012

ROUNDRIP

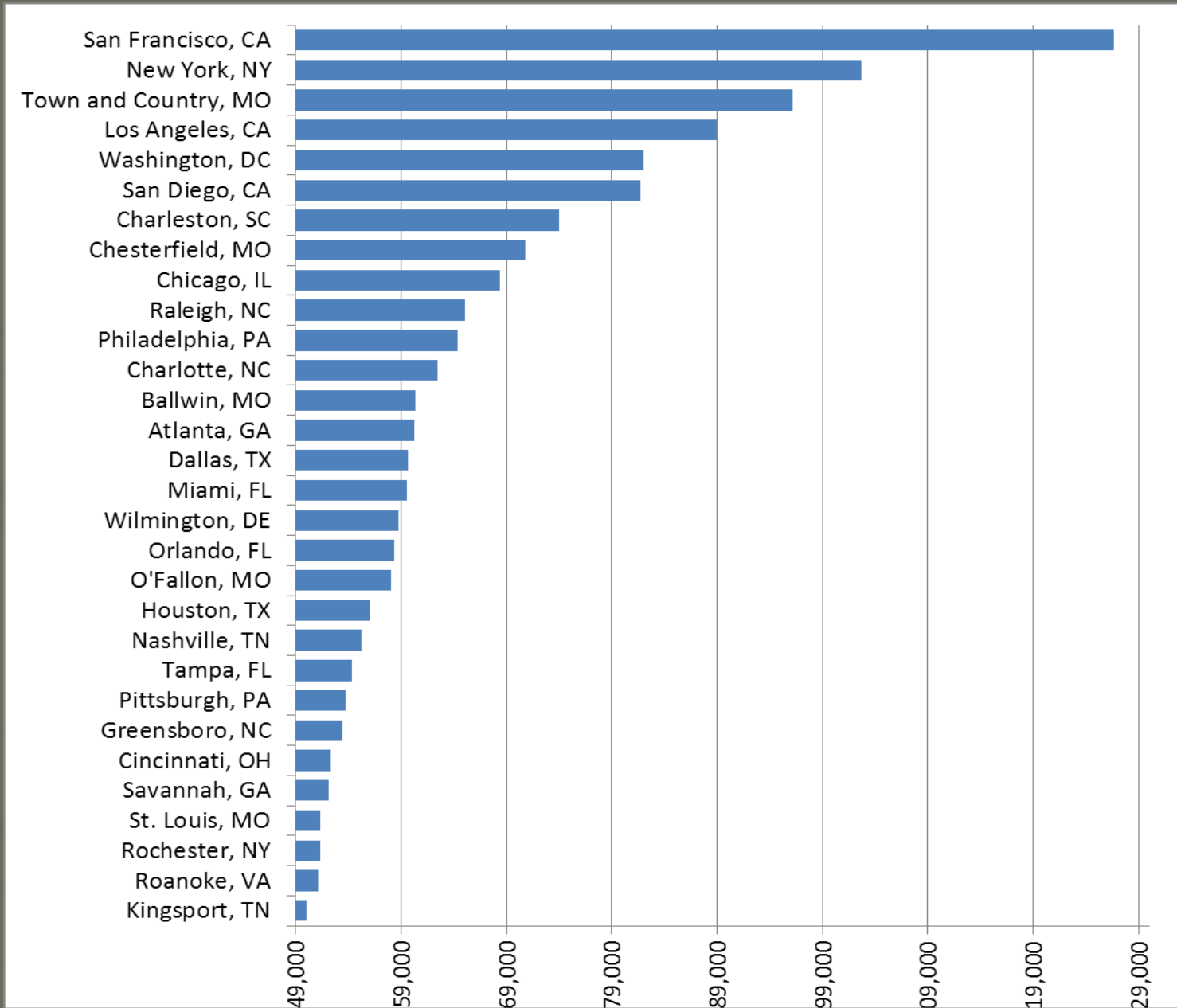
New York \$260	Chicago \$340
Miami or Ft Lauderdale \$260	Denver \$350
Tampa \$270	Providence \$390
Houston \$280	Phoenix \$402
Orlando \$290	Minneapolis \$410
Dallas \$310	Seattle \$450

**Direct flights to
4 Cities:**

**Atlanta
Charlotte
Orlando
St. Pete/Clearwater**

**Closest Neighboring Airports:
Asheville (90 miles)
Knoxville (112 miles)**

Equivalent Cost of Living for \$50,000 (bestplaces.net/col)



Search for any place in the USA:

Search

Home > Compare Cost of Living > Comparing Kingsport to Tucson

**Save up to
20%**
at off-airport
locations on
daily, weekend
and weekly rentals.



Get this deal.

Cost of Living Comparison: Kingsport, Tennessee - Tucson, Arizona

[Change cities](#)

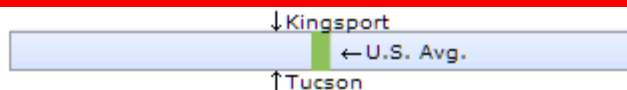
[Senior Living- Scottsdale](#)

Luxurious Community in Scottsdale. See for Yourself - Take a Tour!

srsejiorliving.com/Arizona

AdChoices

The cost of living in Tucson, Arizona is **essentially the same** as Kingsport, Tennessee.



» [Compare these cities in over 100 categories](#)

Cost of Living Indexes	Kingsport	Tucson
Overall	91	91
Food	93	98
Housing	82	68
Utilities	92	90
Transportation	92	102
Health	90	99
Miscellaneous	97	103

100=national average

Salaries in Kingsport, TN Area

Average salary for top jobs:

Computer Programmer at Satyam	\$48,090
Chemical Engineer at Eastman Chemical	\$72,912
Systems Analyst at Eastman Chemical	\$69,172

More details for Kingsport Jobs



move_to_kingsport....mp4

Kingsport = Low Cost of Living + High Quality of Life

Total all inclusive property taxes = 1% of appraised home value

- No hidden fees
- No solid waste, garbage, trash or recycling fees
- No special school tax or tuition
- No special district tax (fire, parks, schools, etc.)
- No wheel tax in Sullivan County
- No state income tax on salaries/wages
- No personal property tax on vehicles, boats, etc.
- No vehicle inspection fees
- No annual vehicle taxes of any kind
- Housing costs = 38% below national average
- Utilities costs = 12% below national average
- Transportation costs = 4% below national average
- Healthcare costs = 11% below national average
- Internationally accredited police, fire & medical responders





8th Best Place for Starting Over June 2011

- ▶ The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- ▶ **Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents.** The city won accolades from both the National League of Cities and Harvard University for its city scholarship program.

Employer Profile

NO. 55

Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com>

<http://www.eastman.com/Company/Careers/>

Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers – usually top IT leaders – and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320



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Waconia, Minnesota

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



Medical. Economics®

SMARTER BUSINESS. BETTER PATIENT CARE.



Kingsport, Tennessee

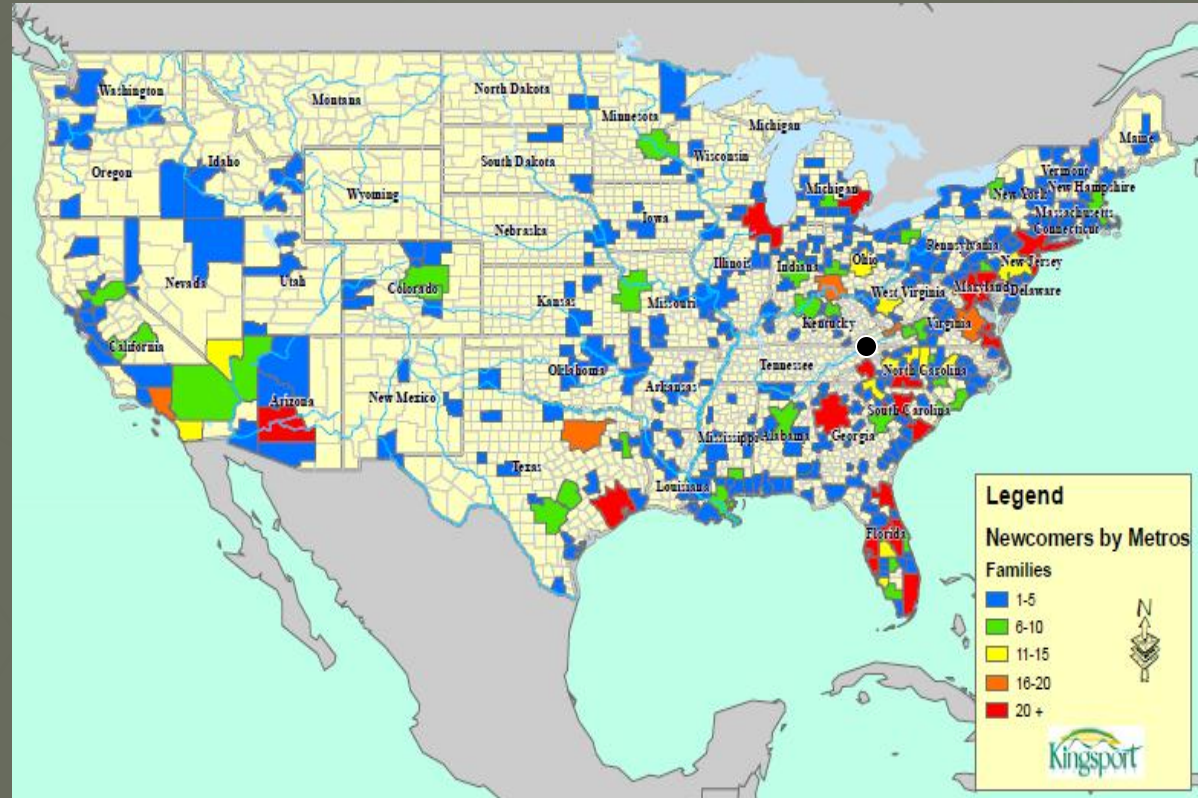
Recently named one of the best cities to practice medicine in America by

Medical Economics Magazine.

Top Metros Moving to Kingsport

2,608 families relocated from 49 states & DC (2006-2012)

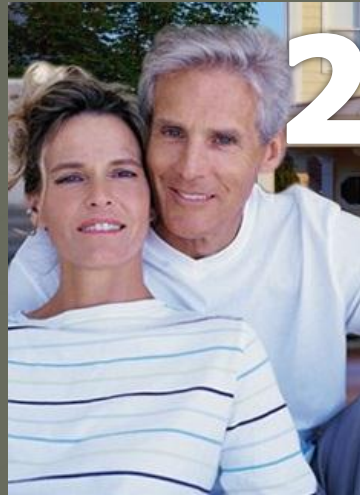
1	Tampa Bay, FL
2	Washington, DC-VA-MD-WV
3	Atlanta, GA
4	Miami-Ft Lauderdale, FL
5	New York-Northern NJ
6	Asheville, NC
7	Charlotte, NC-SC
8	Orlando, FL
9	Virginia Beach-Norfolk, VA-NC
10	Deltona-Daytona, FL
11	Detroit, MI
12	Chicago, IL-IN-WI
13	Houston, TX
14	Baltimore, MD
15	Charleston, SC
16	Phoenix, AZ
17	Jacksonville, FL
18	Sarasota-Bradenton, FL
19	Columbia, SC
20	Dallas-Fort Worth, TX
21	Cincinnati, OH-KY-IN



Who's moving to Kingsport?



Stable Careers



Steadfast Conservatives



Urban Commuter Families



Professional Urbanites



Grassroots Living



Small Town Success



Prime Middle America



New Generation Activists



Dream Weavers

Source: Experian Mosaic Guide (32 groups)

It might surprise you to know...



According to Experian, the top 3 segments of Kingsport's *total* population (as opposed to relocated population) resembles groups from:

1. Midwest/Northeast
2. Midwest/South
3. West Coast/Mountain West

So, while Kingsport is technically in the South, its residents hail from all parts of the country.

"Northern most southern place, southern most northern place,
Eastern most western place, western most eastern place"

"Not too hot, not too cold, just right"

5-Year House Price Appreciation

Source: FHFA.gov 2nd Quarter 2012 (released August 23, 2012)

+ 5.82% Houston

- **0.02% Kingsport, TN-VA**

- 1.30% Dallas

- 1.95% Greenville, SC

- 4.96% Denver

- 5.00% Chattanooga

- 5.86% Nashville

- 5.88% Raleigh

- 5.95% Knoxville

- 7.18% Columbia

-10.54% Roanoke

-10.56% Philadelphia

-10.72% St. Louis

-11.64% Augusta, GA-SC

-11.72% Kansas City

-11.88% Boston

-12.45% Charlotte

-13.40% Asheville

-16.24% Cleveland

-18.00% Charleston, SC

-21.08% San Francisco

-21.63% Baltimore

-22.15% Washington

-23.80% Portland

-24.24% Minneapolis

-24.95% Wilmington, NC

-25.40% Seattle

-25.69% Atlanta

-26.74% Chicago

-30.41% San Diego

-33.55% Los Angeles

-37.08% Tuscon

-41.42% Tampa Bay

-47.35% Orlando

-46.43% Phoenix

-59.18% Las Vegas

7.4% = Dallas

7.5% = Houston

7.6% = St. Louis

7.8% = Seattle, Baltimore

7.9% = Kingsport, TN-VA

8.0% = Portland, Raleigh

8.0% = Johnson City, TN

8.5% = San Francisco

8.6% = Greenville, SC

8.7% = Orlando

8.9% = Philadelphia

9.0% = Tampa Bay

9.2% = San Diego

9.3% = Atlanta, Chicago

9.6% = Memphis, New York

10.0% = Charlotte

10.3% = Los Angeles

Jobs

updated July, 2012

Quick Summary of Unemployment Rate:

United States	8.4%
State of Tennessee	8.7%
City of Kingsport	8.4%
Sullivan County	8.0%
Hawkins County	8.3%
Kingsport-Bristol, TN-VA MSA	7.9%
Johnson City-Kingsport-Bristol, TN-VA CSA	7.9%

CITY OF KINGSPORT	2007	2011	2012	Change 5 years	Change 1 year
Unemployment Rate	5.3%	9.4%	8.4%	3.1%	-1.0%
Population**	44,758	48,205	50,851	7.7%	5.5%
Labor Force	19,360	20,230	20,940	8.2%	3.5%
Employed	18,340	18,330	19,180	4.6%	4.6%
Unemployed	1,020	1,900	1,760	72.5%	-7.4%

MORE VALUE, LOWER COST	Kingsport, TN	O'Fallon, MO	Chesterfield, MO	Ballwin, MO	St. Louis, MO
Kingsport, TN		-13.9%	-29.4%	-17.1%	-2.7%
Bristol, VA-TN	0.4%	-13.7%	-29.2%	-16.8%	-2.3%
Blountville, TN	1.1%	-13.0%	-28.6%	-16.2%	-1.6%
Johnson City, TN	1.8%	-12.4%	-28.1%	-15.6%	-0.9%
Jonesborough, TN	4.7%	-9.9%	-26.1%	-13.2%	1.9%
Abingdon, VA	7.6%	-7.4%	-24.0%	-10.8%	4.8%
www.bestplaces.net					
HEALTH	Kingsport	O'Fallon	Chesterfield	Ballwin	St. Louis
Air Quality (100=best)	46.3	20.3	12.4	12.4	13
Water Quality (100=best)	94	40	60	59	20
Superfund Sites (100=best)	97	40	10	10	10
Physicians per 100,000	353	108	388	388	287
EDUCATION					
School Expend.	\$5,179	\$4,097	\$5,109	\$5,316	\$4,902
Pupil/Teacher Ratio	15.8	17.5	16.8	15.5	16.4
Students per Librarian	610	751	595	604	560
Students per Counselor	369	417	291	330	362
COMMUTE TIME TO WORK					
Commute Less Than 15 min.	46.79%	22.62%	25.17%	20.62%	24.34%
Commute 15 to 29 min.	35.83%	34.27%	39.32%	34.64%	42.50%
Commute 30 to 44 min.	12.59%	28.69%	27.46%	29.84%	21.11%
Commute 45 to 59 min.	2.47%	10.18%	6.08%	10.35%	5.43%
Commute greater than 60 min.	2.32%	4.24%	1.96%	4.55%	6.61%

Will I have a good doctor?

1,053 physicians to serve you

ADOLESCENT MEDICINE	17.75	HEMATOLOGIST	1.00	PEDIATRIC CARDIOLOGY	2.00
ALLERGY & IMMUNOLOGY	4.00	HEMATOLOGY & ONCOLOGY	10.25	PEDIATRIC EMERGENCY MEDICINE	1.00
ANESTHESIOLOGIST	28.50	HEPATOLOGIST	2.00	PEDIATRIC GASTROENTEROLOGY	2.00
BARIATRICIAN	4.00	HOSPITALIST	21.00	PEDIATRIC HEMATOLOGY/ONCOLOGY	2.00
CARDIO THORACIC SURGEON	5.50	INFECTIOUS DISEASE SPECIALIST	3.00	PEDIATRICIAN	30.50
CARDIOLOGIST	31.00	INTERNAL MEDICINE	112.75	PHYSICAL REHAB SPECIALIST	6.00
CHILD NEUROLOGY	1.00	INTERVENTIONAL CARDIOLOGIST	1.00	PLASTIC SURGEON	6.00
CHIROPRACTOR	42.25	MEDICAL ONCOLOGIST	4.00	PODIATRIST	7.00
CLINICAL PATHOLOGY	1.00	NEONATOLOGIST	3.00	PREVENTIVE MEDICINE SPECIALIST	1.00
COLON/RECTAL SURGEON	1.00	NEPHROLOGIST	4.00	PSYCHIATRIST	20.00
CRITICAL CARE SPECIALIST	1.00	NEUROLOGIST	11.75	PSYCHOLOGIST	14.00
CYTOPATHOLOGY	2.00	NEUROSURGEON	8.75	PULMONOLOGIST	8.00
DERMATOLOGIST	14.00	NUCLEAR MEDICINE SPECIALIST	1.00	RADIATION ONCOLOGIST	4.25
DIABETES SPECIALIST	1.00	OBSTETRICS & GYNECOLOGY	44.25	RADIOLOGIST	5.00
DIAGNOSTIC RADIOLOGIST	23.00	OCCUPATIONAL MEDICINE SPEC	4.00	RESIDENT	165.25
EMERGENCY MEDICINE SPECIALIST	33.50	OPHTHALMOLOGIST	20.00	RHEUMATOLOGIST	9.00
ENDOCRINOLOGIST	4.00	OPTOMETRIST	31.00	SLEEP MEDICINE	11.00
FAMILY PRACTITIONER	114.25	ORTHOPEDIC FOOT & ANKLE	1.00	SPORTS MEDICINE SPECIALIST	1.00
GASTROENTEROLOGIST	17.75	ORTHOPEDIC SPINE SURGEON	2.00	SURGICAL ONCOLOGIST	1.00
GENERAL PRACTITIONER	4.00	ORTHOPEDIC SURGEON	21.25	THORACIC SURGEON	1.00
GENERAL SURGEON	15.25	OSTEOPATHIC PHYSICIAN	2.00	TRANSPLANT SURGEON	2.00
GENETICS SPECIALIST	2.00	OTHER SPECIALTIES	2.00	TRAUMA SURGEON	5.00
GYNECOLOGIC ONCOLOGIST	1.75	OTOLARYNGOLOGIST	13.00	URGENT CARE SPECIALIST	1.00
HAND SURGEON	1.75	PAIN MANAGEMENT SPECIALIST	14.00	UROLOGIST	13.00
		PATHOLOGIST	16.00	VASCULAR SURGEON	8.75

Source: Buxton Physician Intelligence Report

Kingsport City Schools – planned by Columbia University

pictured below: Dobyys-Bennett High School campus



Measuring the Results

Why do we measure?

Malcolm Baldrige Quality Award

Everything you measure doesn't count.
Everything that counts, can't be measured.

Sources of Measurement

Pros and Cons

► Sources

- Local data
- State data
- Federal, Census
- Universities

► Pros

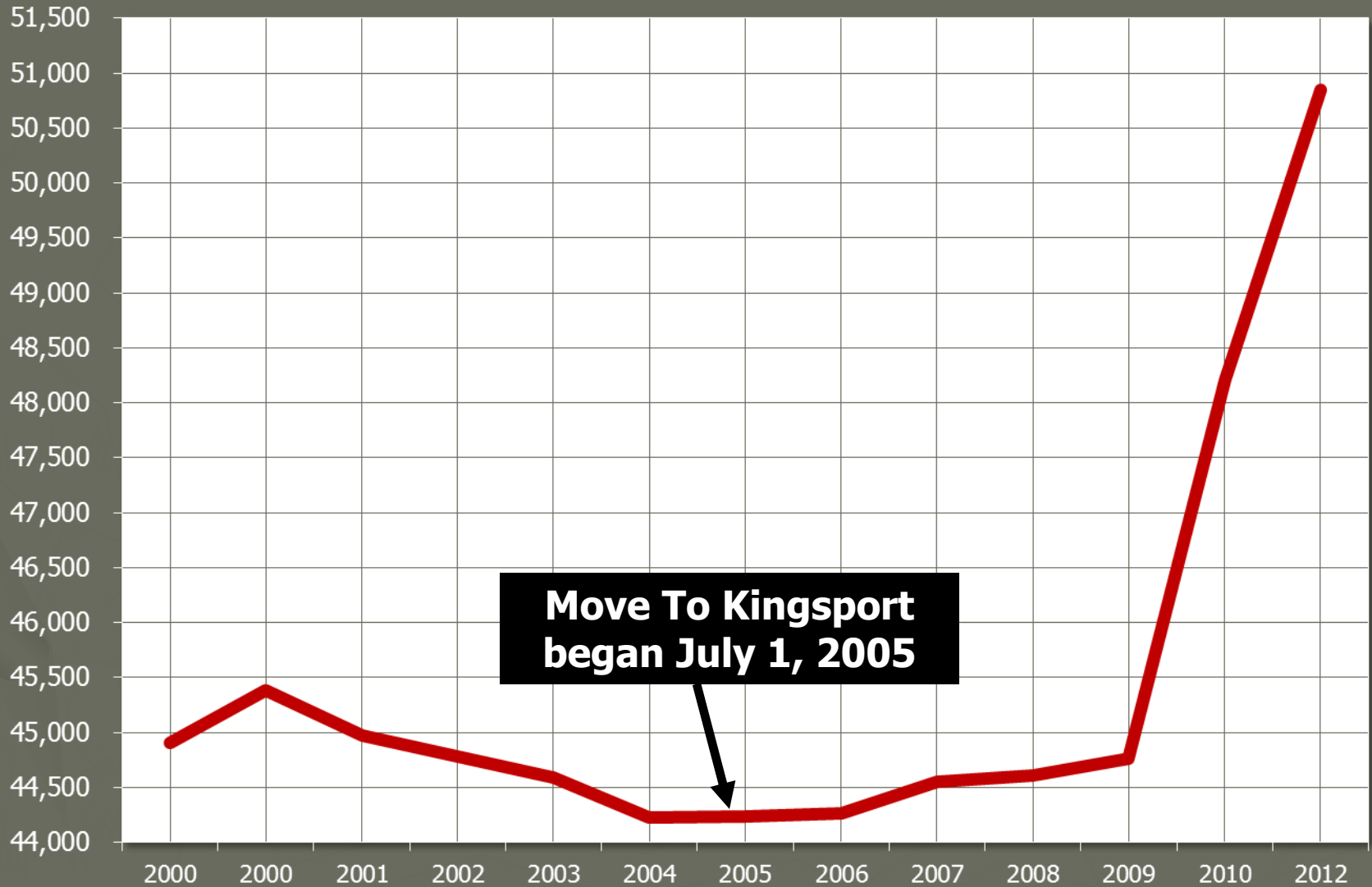
- Local control
- Utility records
- Retail sales
- Building permits
- Credible, trusted
- Credible, trusted
- Regional, national trends
- Scholarly analysis

► Cons

- May not have access
- Assumes meters
- No external comparables
- Usually only counties or larger cities
- Border counties
- Inconsistent geographies
- Varying time frames (quarterly, annual)
- Lag time

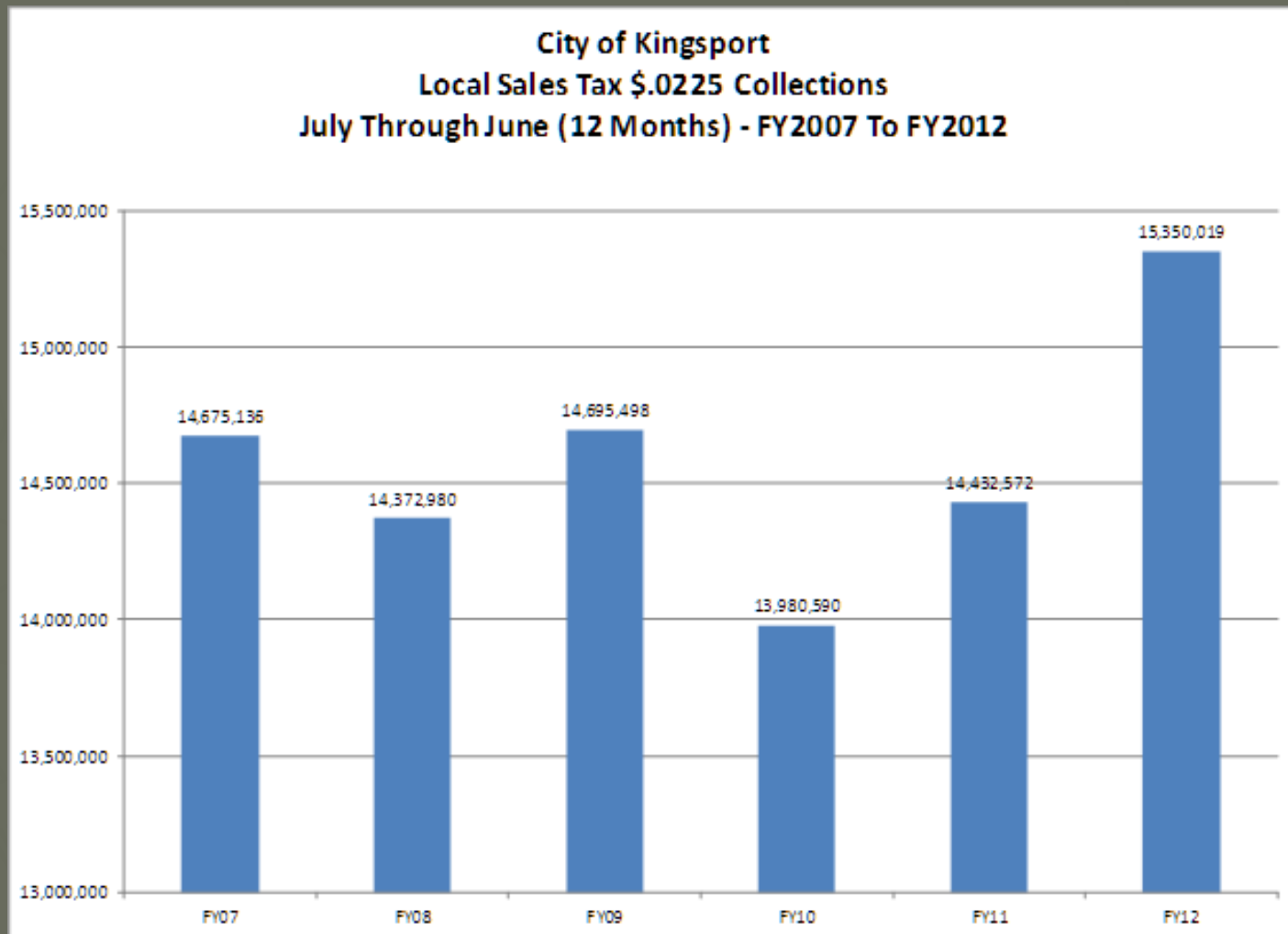
City of Kingsport, Tennessee

Incorporated Population



Sales Tax Collections

City of Kingsport



Annual Economic Impact of Newcomers

An example of Kingsport, Tennessee

- ▶ 472 *net* new residential water connections (July 1, 2005 – April 30, 2012)
- ▶ Census average = 2.3 persons per household
- ▶ $472 \times 2.3 = 1,086$ new residents (with City water/Sullivan County/Kingsport zip code)
- ▶ \$25,000 economic impact per year per person (UNC Wilmington, 2010)
- ▶ $\$25,000 \times 1,086 = \mathbf{\$27,140,000}$
 - Consuming services and creating demand for jobs in medical, pharmacy, finance, insurance, real estate, food, retail, etc.
 - Not a bad return on investment for \$55,000 annual budget for “Move To Kingsport” program

Utility Records

Description	Fiscal Year 2007	Fiscal Year 2008	Fiscal Year 2009	Fiscal Year 2010	Fiscal Year 2011
RELOCATIONS OR TAPS	742	744	723	688	755
FIRST TIME TAP	60	90	48	25	29
RELOCATIONS TENNESSEE REGION (WITHIN 35 MILES - EXCLUDING KINGSFORT ZIP CODES)	126	116	135	138	162
RELOCATIONS TENNESSEE OUTSIDE REGION (MORE THAN 35 MILES)	24	30	31	26	23
RELOCATIONS WITHIN KINGSFORT ZIP CODES	416	398	387	400	409
RELOCATIONS VIRGINIA INSIDE REGION (WITHIN 35 MILES - EXCLUDING KINGSFORT ZIP CODES)	25	19	31	34	33
RELOCATIONS VIRGINIA OUTSIDE REGION (MORE THAN 35 MILES)	7	5	4	9	7
OTHER STATE BREAKDOWN	84	86	87	56	92
ALASKA	1	0	0	1	0
ALABAMA	0	1	1	0	2
ARKANSAS	0	0	2	0	0
ARIZONA	2	3	1	3	0
CALIFORNIA	3	5	2	2	1
COLORADO	1	1	1	0	1
CONNECTICUT	1	0	0	1	0
DISTRICT OF COLUMBIA	0	0	1	0	0
DELAWARE	2	0	0	0	1
FLORIDA	20	15	12	5	12
GEORGIA	2	5	8	4	5
HAWAII	1	0	0	0	1
IOWA	0	0	0	1	0
ILLINOIS	3	2	0	1	2
INDIANA	2	1	4	1	1
KANSAS	0	1	0	1	2

Home Insert Page Layout Formulas Data Review View

Clipboard Font Alignment Number Styles

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B I U

Wrap Text

Merge & Center

General

\$ % , .00 .00

Conditional Formatting as Table Cell Styles

	A	B	C	E	F	G	H	I	J	M	N	O	P
1	ALBNCD	CINAME	CISTAT	LMAD	ASANTX	ASCI CD	LMLCZP	UTAI D2	UTIORO	RY Y	RMM	RDD	
2	IN	BOCA RATON	FL	391 LYNN AV #4	KINGSPORT	TN	37665	33428	I	9	8	3	
3	IN	HEATH	OH	645 PROFFITT LN	KINGSPORT	TN	37665	43056	O	9	8	3	
4	IN	COVENTRY	RI	1312 HAMPTON AV	KINGSPORT	TN	37660	02816	I	9	8	3	
5	IN	CLEVELAND	TN	582 LOVEDALE DR	KINGSPORT	TN	37660	37311	I	9	8	3	
6	IN	AUGUSTA	GA	1630 VANCE ST	KINGSPORT	TN	37664	30907	I	9	8	4	
7	IN	HILLIARD	OH	2304 INGLEWOOD DR	KINGSPORT	TN	37664	43026	I				
8	IN	NEWPORT	TN	4508 CEDARWOOD DR	KINGSPORT	TN	37664	37821	I				
9	IN	LENOIR	NC	1636 F ST	KINGSPORT	TN	37664	28645	I				
10	IN	GREER	SC	527 PITT RD	KINGSPORT	TN	37663	29651	O				
11	IN	CANANDAIGUA	NY	1163 DOROTHY ST	KINGSPORT	TN	37660	14424	I	9	8	11	
12	IN	CLEVELAND	TN	918 MALCOLM LN	KINGSPORT	TN	37660	37312	I	9	8	12	
13	IN	NEWPORT NEWS	VA	1041 RIVERSIDE AV	KINGSPORT	TN	37660	23602	I	9	8	12	
14	IN	VACAVILLE	CA	325 ROCK SPRINGS DR	KINGSPORT	TN	37660	95687	O	9	8	13	
15	IN	PINELLAS PARK	FL	2356 HIWASSEE DR	KINGSPORT	TN	37660	33781	I	9	8	13	
16	IN	MADISONVILLE	KY	1049 ALLANDALE CIR	KINGSPORT	TN	37660	42431	I	9	8	13	
17	IN	TABOR CITY	NC	1017 DALE ST APT A	KINGSPORT	TN	37660	28463	I	9	8	17	
18	INST	WARRIOR	AL	329 LEWIS LN	KINGSPORT	TN	37660	35180	I	9	8	17	
19	IN	NASHVILLE	TN	315	KINGSPORT	TN	37660	37211	I	9	8	18	
20	IN	WYTHEVILLE	VA	710	KINGSPORT	TN	37660	24382	I	9	8	18	
21	IN	JEFFERSON CITY	TN	1617	KINGSPORT	TN	37664	37760	I	9	8	19	
22	IN	MORRISTOWN	TN	1433	BLOUNTVILLE	TN	37617	37814	O	9	8	24	
23	IN	MIDWAY	TN	1932 GRANBY RD	KINGSPORT	TN	37665	37809	I	9	8	25	
24	IN	ABINGDON	MD	332 HIDDEN VALLEY RD	KINGSPORT	TN	37663	21009	O	9	8	27	
25	IN	CHARLOTTE	NC	1537 BRIGHTRIDGE DR	KINGSPORT	TN	37664	28270	I	9	8	28	
26	IN	RAEFORD	NC	1113 WATEREE ST	KINGSPORT	TN	37660	28376	I	9	8	28	
27	IN	COOKEVILLE	TN	908 COOKS VALLEY RD #14	KINGSPORT	TN	37664	38506	I	9	8	28	
28	IN	CHATTANOOGA	TN	1457 CAROLINA AV	KINGSPORT	TN	37664	3745	I	9	8	31	
29	IN	SPRING HILL	FL	530 JERSEY ST	KINGSPORT	TN	37660	34610	I	9	7	1	
30	IN	NEW YORK	NY	938 COOKS VALLEY RD #100	KINGSPORT	TN	37664	10002	I	9	7	1	
31	IN	LEXINGTON	SC	2205 SHEFFIELD ST	KINGSPORT	TN	37660	29072	I	9	7	1	

"New zip"
"New city"

"Old zip"
"Old city"

Net difference = "Install" minus "Cutout"

			INSTALL	CUTOUT	DIFF
1	BRISTOL	TN	276	167	109
2	CHURCH HILL	TN	637	553	84
3	GATE CITY	VA	232	173	59
4	ROGERSVILLE	TN	149	102	47
5	JOHNSON CITY / GRAY	TN	1022	976	46
6	ELIZABETHTON	TN	98	61	37
7	PENNINGTON GAP	VA	44	12	32
8	GREENEVILLE	TN	89	70	19
9	BLUFF CITY	TN	73	55	18
10	MORRISTOWN	TN	39	23	16
11	UNICOI	TN	20	4	16
12	DUFFIELD	VA	50	35	15
13	JACKSONVILLE	FL	18	4	14
14	HILTONS	VA	32	19	13
15	WEBER CITY	VA	51	38	13
16	WISE	VA	29	16	13
17	BIG STONE GAP	VA	36	24	12
18	BRISTOL	VA	87	75	12
19	ERWIN	TN	37	26	11
20	MADISON	NJ	11	0	11
21	LEBANON	VA	13	3	10
22	PIKEVILLE	KY	9	0	9
23	CLINTWOOD	VA	10	1	9
24	DELAND	FL	8	0	8
25	PHOENIX	AZ	11	4	7
26	NEW YORK	NY	7	0	7
27	CLEVELAND	TN	10	3	7
28	PINEY FLATS	TN	100	93	7
29	SAN ANTONIO	TX	8	1	7
30	CASTLEWOOD	VA	11	4	7
31	CHESAPEAKE	VA	9	2	7
32	ALTAMONTE SPG	FL	6	0	6
33	CLARKSVILLE	TN	14	8	6
34	NEWPORT	TN	7	1	6
35	POMERANO BEACH	FL	7	2	5

U.S. Census Bureau

Population Estimates

[Estimates Main](#) [Overview](#) [Estimates Data](#) [Estimates Topics](#) [Geographic Topics](#) [Analysis](#) [Archives](#)

County Population Estimates

Cumulative Estimates of the Components of Resident Population Change for Counties: April 1, 2000 to July 1, 2008

Alabama Excel (24k) CSV (6k)	Alaska Excel (20k) CSV (4k)	Arizona Excel (18k) CSV (3k)
Arkansas Excel (25k) CSV (7k)	California Excel (23k) CSV (6k)	Colorado Excel (24k) CSV (6k)
Connecticut Excel (17k) CSV (3k)	Delaware Excel (17k) CSV (2k)	District of Columbia Excel (17k) CSV (2k)
Florida Excel (24k) CSV (7k)	Georgia Excel (34k) CSV (11k)	Hawaii Excel (17k) CSV (2k)
Idaho Excel (21k) CSV (5k)	Illinois Excel (28k) CSV (8k)	Indiana Excel (27k) CSV (8k)
Iowa Excel (27k) CSV (8k)	Kansas Excel (28k) CSV (8k)	Kentucky Excel (30k) CSV (9k)

TN Counties by Natural Increase (Deaths vs Births)

Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
Stewart County	970	-33	1,329	1,362	1,066	-28	1,094
Claiborne County	1,321	-36	3,288	3,324	1,532	74	1,458
Perry County	195	-39	854	893	266	27	239
Polk County	-408	-54	1,781	1,835	-266	29	-295
Houston County	70	-61	934	995	182	108	74
Overton County	938	-71	2,277	2,348	1,143	-3	1,146
Hancock County	-192	-85	724	809	-68	6	-74
Giles County	-365	-88	3,120	3,208	-99	51	-150
Clay County	-77	-101	818	919	71	137	-66
Weakley County	-1,436	-107	3,313	3,420	-1,136	448	-1,584
Pickett County	-162	-114	489	603	-26	6	-32
Wayne County	-336	-127	1,529	1,656	-113	64	-177
Fentress County	1,052	-151	1,888	2,039	1,293	52	1,241
Lake County	-651	-216	667	883	-387	13	-400
Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
Decatur County	-206	-309	1,201	1,510	174	183	-9
Jackson County	-109	-340	981	1,321	292	38	254
Johnson County	507	-369	1,545	1,914	958	16	942
Hardin County	680	-437	3,052	3,052	1,286	100	1,186
Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
Benton County	-512	-573	1,540	2,113	166	31	135
Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
Gibson County	1,319	-620	5,772	6,392	2,235	210	2,025
Henry County	773	-652	3,410	4,062	1,610	118	1,492
Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
Unicoi County	71	-658	1,674	2,332	834	-2	836
Carroll County	-969	-677	3,266	3,943	-120	41	-161
Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

TN Counties by Total Increase (including in-migration)

Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
21 Jefferson County	7,428	734	5,159	4,425	6,903	523	6,380
22 Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
23 Monroe County	6,865	1,042	5,022	3,980	5,992	348	5,644
24 Madison County	5,480	4,448	12,639	8,191	1,590	1,420	170
25 Dickson County	5,074	2,136	6,132	3,996	3,166	123	3,043
26 Hamblen County	4,905	2,045	7,944	5,899	3,255	3,095	160
27 Coffee County	4,507	1,217	6,408	5,191	3,587	522	3,065
28 Hawkins County	4,221	572	5,906	5,334	3,969	179	3,790
29 Cheatham County	3,964	1,856	4,516	2,660	2,338	130	2,208
30 McMinn County	3,729	497	5,662	5,165	3,508	429	3,079
31 Anderson County	3,523	151	7,832	7,681	3,845	788	3,057
32 Marshall County	3,505	1,018	3,552	2,534	2,651	482	2,169
33 Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
34 Rhea County	3,113	718	3,782	3,064	2,543	256	2,287
35 Sequatchie County	2,538	413	1,506	1,093	2,173	93	2,080
36 Cocke County	2,479	16	3,894	3,878	2,624	74	2,550
37 White County	2,334	76	2,834	2,758	2,398	77	2,321
38 Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
39 Warren County	2,205	1,086	5,043	3,957	1,358	1,287	71
40 Grainger County	2,198	328	2,450	2,122	1,965	181	1,784
41 Franklin County	2,038	228	4,127	3,899	2,053	228	1,825
42 Lincoln County	2,034	326	3,815	3,489	1,904	149	1,755
43 Macon County	1,671	467	2,583	2,116	1,323	347	976
44 Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
45 DeKalb County	1,533	322	2,235	1,913	1,315	454	861
46 Henderson County	1,515	510	3,368	2,858	1,161	-1	1,162
47 Hickman County	1,510	429	2,585	2,156	1,224	4	1,220
48 Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

Retire Tennessee Communities

www.retiretennessee.org

Ramay.W.Winchester@TN.gov

Sorted by Change in 65+ Population	Median Age			65 Years and Over			Resided in Different State in 1995 (Total Population)		Resided in Different State 1 Year Ago* (Total Population)		Median Household Income		
County	2000	2010	Change	2000	2010	Change	2000	% of Population	2010	% of Population	2000	2010	Change
Loudon	41.0	45.1	10.0%	6,338	9,575	51.1%	3,678	9.4%	1,305	2.8%	\$ 40,401	\$ 49,343	22.1%
Cumberland	42.5	47.4	11.5%	9,615	13,620	41.7%	6,571	14.0%	863	1.5%	\$ 30,901	\$ 36,813	19.1%
Jefferson	36.5	39.7	8.8%	5,703	7,742	35.8%	4,337	9.8%	1,494	2.9%	\$ 32,824	\$ 38,239	16.5%
Robertson	35.4	37.0	4.5%	5,887	7,422	26.1%	3,437	6.3%	1,417	2.1%	\$ 43,174	\$ 50,820	17.7%
Putnam	34.4	35.7	3.8%	8,236	9,968	21.0%	6,270	10.1%	1,955	2.7%	\$ 30,914	\$ 35,185	13.8%
Maury	36.3	37.9	4.4%	8,366	9,931	18.7%	6,360	9.2%	2,253	2.9%	\$ 41,591	\$ 46,278	11.3%
TENNESSEE	35.9	37.6	4.7%	703,311	814,750	15.8%	567,966	10.0%	179,523	2.9%	\$ 36,360	\$ 43,314	19.1%
Roane	40.7	44.2	8.6%	8,351	9,637	15.4%	3,656	7.0%	1,039	1.9%	\$ 33,226	\$ 42,698	28.5%
Sullivan	40.1	42.9	7.0%	24,326	27,852	14.5%	13,363	8.7%	4,552	2.9%	\$ 33,529	\$ 39,957	19.2%
Hardin	39.8	42.5	6.8%	4,112	4,626	12.5%	1,868	7.3%	519	2.0%	\$ 27,819	\$ 30,732	10.5%
Hamilton	37.4	39.1	4.5%	42,609	47,457	11.4%	32,938	10.7%	12,127	3.7%	\$ 38,930	\$ 45,408	16.6%
Warren	36.6	39.3	7.4%	5,319	5,812	9.3%	1,955	5.1%	470	1.2%	\$ 30,920	\$ 34,946	13.0%
Henry	40.9	43.4	6.1%	5,649	6,079	7.6%	3,610	11.6%	779	2.4%	\$ 30,169	\$ 36,836	22.1%



ZIP Code
Database



Postal Code
Database



ZIP Code
Maps



ZIP+4
Database

1-800-425-1169

ZIP Code List & Demographics Database Download: Digital ZIP Code Database & Maps

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- Historical Databases
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- FREE Store Locator

FREE ZIP Code Finder

Enter ZIP Code:

Search

*Find Info on any U.S. ZIP Code

Find ZIP of Address

Address(U.S.):

Town/City:

State:

Search

*Find the ZIP Code, county,



ZIP Code Radius Finder and Search

Please enter a ZIP Code.

Search Parameters

Find all ZIP Codes within 0 Miles And 5 Miles of ZIP Code:

Search

FY2011 Year-to-Date Relocation Report July-October 2010

www.MoveToKingsport.com

**SAMPLE
MONTHLY
REPORT**

During the 4 month period (July-October 2010), there were 525 new families in Kingsport (and 582 existing Kingsport area residents moved to a new location within the Kingsport area.)

The net difference is +444 families (July 2006-October 2010)

Of these 525 new families:

- 40 were new construction
- 485 moved into existing structures
- 261 relocated from elsewhere in Northeast Tennessee (< 35 miles, excluding Kingsport zips)
- 37 relocated from elsewhere in Tennessee (> 35 miles)
- 48 relocated from Southwest Virginia (<35 miles of Kingsport)
- 10 relocated from elsewhere in Virginia (>35 miles)
- 68% chose to live inside the city limits of Kingsport
- 72.5% of new construction was inside city limits of Kingsport

EXAMPLE OF 35 MI



Comparing this Fiscal Year-to-Date (July-October 2010) with the average Fiscal Years-to-Date 2007-2010:

- New residential construction is down -65.8%
- Out-of-state relocations to Kingsport are up 8.6%

During the 4 month period (July-October 2010), 187 families moved from out-of-state (36 states):

Home > Counts

Maps

Community
Awards &
Recognitions

Building
Department

Business &
Industrial Parks,
Incentives,
Economic
Development

Higher
Education
Initiative

Historic Zoning
District Surveys

Planning

Presentations

Reports

Retail
Development

Small Business

Community
Development

Custom Reports

Livable



[Building Permits - May 2012](#) updated June 1, 2012

[New Businesses - May 2012](#) updated June 1, 2012

[New Businesses Past 12 Months - May 2012](#) June 1, 2012

[Retail Sales YTD](#) updated June 1, 2012

[Economic Indicators](#) released May 24, 2012

[Employment Profile 1990-2012](#) released May 24, 2012

[Move To Kingsport Year-To-Date Relocation Report](#) updated May 1, 2012

[Metros Moving to Kingsport \(July 2006 to date\)](#) updated May 1, 2012

[4Q2011 Total Taxes Collected Per State](#) released March 2012

[House Price Appreciation 1Q2011](#) +0.49% 5 years

[Cost of Living Calculator](#) see for yourself!

[Cost of Living - Kingsport one of most affordable in nation](#)

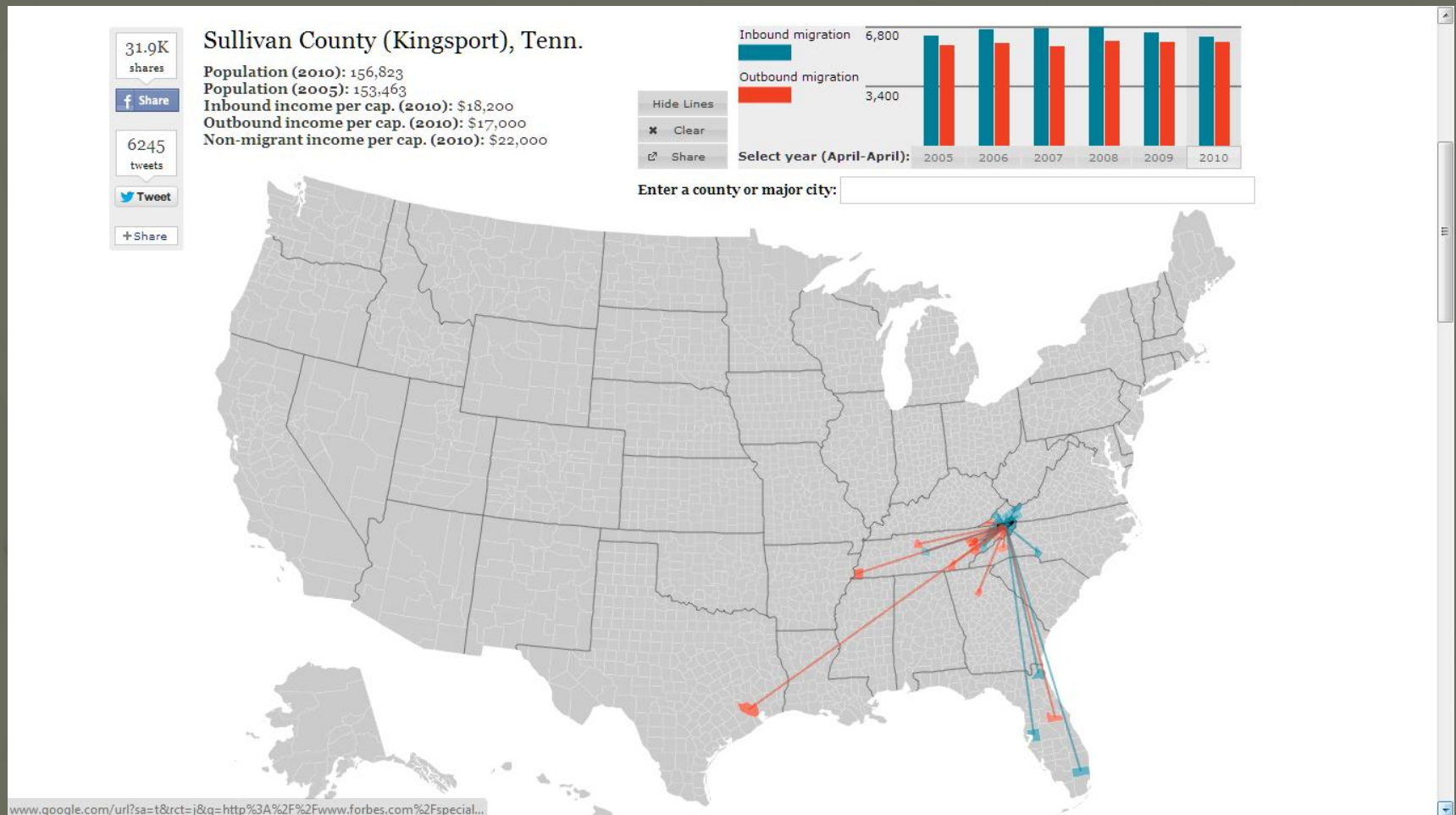
[Complete Demographic Report](#)

[Complete Housing Report](#)

Free data (in this case, interactive!): Fortune Magazine (2005-2011) Where Americans Are Moving

<http://www.forbes.com/2010/06/04/migration-moving-wealthy-interactive-counties-map.html>

<http://www.forbes.com/special-report/2011/migration.html>



Pima County (Tucson), Ariz.

31.9K
shares

f Share

6245
tweets

Tweet

+ Share

Population (2010): 980,263

Population (2005): 920,298

Inbound income per cap. (2010): \$24,200

Outbound income per cap. (2010): \$21,700

Non-migrant income per cap. (2010): \$23,000

Inbound migration 39,400

Outbound migration 19,700

Hide Lines

✕ Clear

↗ Share

Select year (April-April):

2005

2006

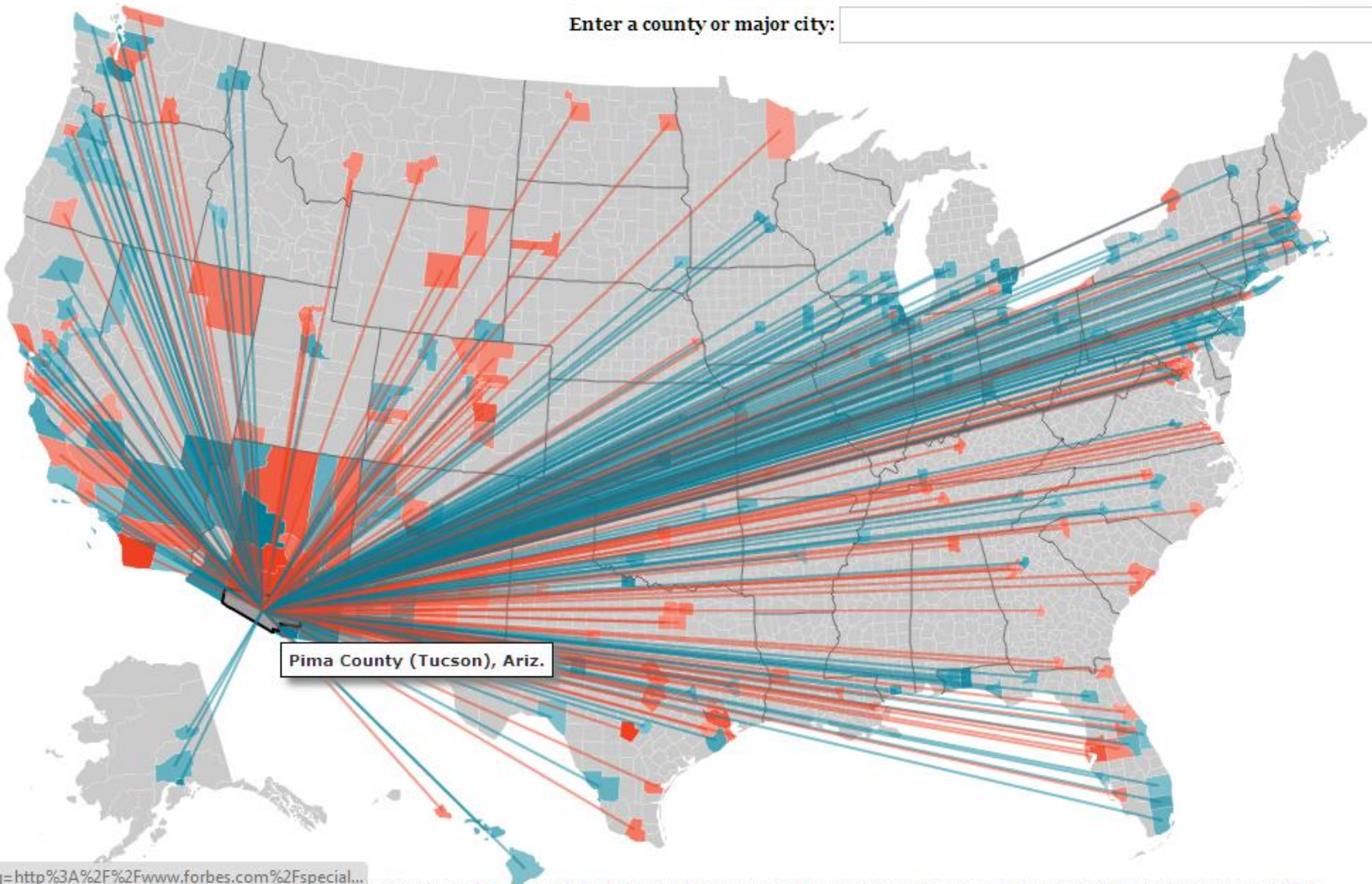
2007

2008

2009

2010

Enter a county or major city:



Positive Feedback

Sunday, July 8, 2012 / Kingsport Times-News 7A

OP-ED

Kingsport's efforts to recruit newcomers have paid off

By JEFF FLEMING

Beginning Jan. 1, 2011, more than 10,000 baby boomers will reach the age of 65 every day — and that will keep happening for the next 19 years. Just as they impacted school and home construction when they were children, the wave of boomers will have a significant economic impact during their retirement years.

Where those boomers choose to live will create significant economic opportunity — or leave a significant economic void — depending upon your perspective. Thus, recruiting retirees is a viable strategy that can play an important part in a community's overall economic development plan.

Historically, retirees have flocked to sunny, coastal communities. While that will arguably continue to be the strongest market segment long term, more and more boomer retirees are buying homes in inland communities. Many simply buy a home in an average neigh-

borhood in an average town — not necessarily a gated community.

Boomers are more independent in their decision-making than their predecessors, and their retirement choices are equally diverse. This presents an opportunity for sunbelt cities of varying sizes, shapes, and amenities to pitch their way of life to potential newcomers.

Take for example, Kingsport, an average American city of 50,000 on the Tennessee-Virginia border at the crossroads of I-81 and I-26, one hour north of Asheville, N.C., 1 ½ hours from Knoxville, and 2 ½ hours from Virginia Tech.

Kingsport was historically touted as the first thoroughly diversified, planned industrial city. However, starting in the mid-1980s Kingsport began to experience a steady loss of manufacturing jobs, which accounted for nearly 40 percent of all employment opportunities.

In 1999 an outside consultant concluded that Kingsport had attributes similar to the classical rustbelt of the Midwest

and Northeast. During the 10-year period leading up to 1999, nearly every major manufacturing employer was purchased, closed, or downsized. Rather than throwing in the towel, a visionary group of leaders from different sectors brought the Kingsport community together in an economic summit to address the crisis, and they devised a six-tiered economic and community development plan: provide convenient, accessible higher educational opportunities; develop small businesses and entrepreneurs; build on successes in leisure, hospitality and sports tourism; encourage redevelopment and sustainability; develop public arts and cultural amenities; and recruit people — educated with income (including younger demographics, telecommuting professionals, and boomer retirees).

In preparation for recruiting newcomers, Kingsport took inventory of its marketing assets. Many attributes that existing residents took for granted were highly sought after by outsiders. A high quali-

ty of life, low crime rate, and excellent schools, coupled with an exceptionally low cost of living appealed to many fleeing high-tax states.

The city invested \$55,000 in partnering with the Chamber of Commerce to create an official relocation program. A group of ambassadors volunteered to share their relocation stories and make others feel welcome and comfortable in their new home. They offered bus tours to acclimate newcomers, showcase amenities, and educate realtors. The effort created quite a buzz locally, and ways were sought to measure the success of the program. Since the city provides water service, a method to track changes in water accounts was devised.

During the six years of the program's existence, more than 2,500 families from all 50 states have relocated to Kingsport. However, relocation is not a one-way street. A net of plus 472 families (or 1,086 individuals) moved to Kingsport. The numbers are just enough to provide fuel

for the economy without overloading services or infrastructure.

According to the University of North Carolina at Wilmington, each newcomer generates \$25,000 per year consuming services and creating demand for jobs in medical, pharmacy, finance, insurance, real estate, food, retail, etc. In Kingsport's case, that's \$27,140,000 in direct annual economic impact.

This once so-called rustbelt city now enjoys an unemployment rate that is substantially lower than the state, nation, and similar-sized metros. Retail sales collections are at an all-time high — a tangible indication of consumer spending. According to the St. Louis Federal Reserve, consumer spending accounts for the largest portion of the U.S. economy. Therefore, cities must ensure there is growth in the consumer base, which will in turn help to maintain a healthy local economy.

Jeff Fleming is assistant city manager for development, Kingsport.

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What's on?
As the holidays fade away and a new year dawns, TV executives are eager to roll out their mid-season shows. Page 2E.

Kingsport Times-News

The WELCOME mat



Keith Cunningham, his wife, Michele, and their children, Stephanie, 15; Victoria, 13; and Travis, 12, moved to Kingsport last August from New York City. The big factor in moving to Kingsport, instead of other cities in Tennessee, was the city's school system.

Move to Kingsport effort draws 444 families in 4 years

By MARCI GOHE
mgoh@timesnews.net

Dave Price says the mild climate, the low tax structure and the cost of living are just a few of the amenities that led him and his wife, Liz, to Kingsport from Bakersfield, Calif., nearly a year and a half ago.

Because their son and grandchildren live in Gray, the Prices had several opportunities to travel east to visit their family and said they fell in love with Northeast Tennessee.

"We came out here a year ago in May on a family vacation. I had already decided, at that point, that as soon as we could sell our house in California I would retire. We had thought about moving back here. We just didn't know where yet," Price said.

But it was his experience with the Kingsport Area Chamber of Commerce's Move to Kingsport initiative that Price says helped seal the deal.

"While we were out here visiting, I went to service club meetings in both Johnson City and Kingsport. My wife contacted the chambers of commerce in Johnson City and Kingsport. We looked



city manager for development, has been involved in Move to Kingsport since the idea first came about more than 10 years ago.

"We were, and still are, going through a major transition in our local economy where we were very dependent on manufacturing. For many, many years (Kingsport) really didn't have to do much because manufacturing carried us without having to work too hard. So when manufacturing jobs began to wane, we started to look at non-traditional economic development initiatives that might end up being a quick fix, and also ones that have some staying power," he said.

Courting the baby boomers seemed a likely place to start, Fleming said.

"We started looking at recruiting boomer retirees because they bring with them what some people call a mailbox economy. They can live anywhere and they don't need a job, but they have an income. If you're trying to find people who are insulated from down turns in the economy, retirees are one of those groups. So, we specifically targeted folks who had a higher median income than the local average, who were educated and who would improve our demographic

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Motorcycle crash

■ **Jimmy D. Dockery** was riding on Hales Chapel Road when the accident occurred.

NET News Service

A Kingsport man was killed Friday evening when his motorcycle went off the road and struck a wire fence and embankment before he was thrown from the bike.

According to the Washington County Sheriff's Office, Jimmy D. Dockery, 23, 1300 Kenwood Road, was riding his 2001 Honda CBR at high speed on Hales Chapel Road when the accident occurred.

Dockery, who was not wearing a helmet, was transported to Johnson City Medical Center, where he later died from his injuries, the sheriff's office said.

The accident was investigated by the sheriff's office's CRASH Team.

Move to Kingsport initiative proving to be a success

■ **Move to Kingsport** aims to help entice potential newcomers by providing a wide array of information about the Model City.

by **MATTHEW LANE**
mlane@timesnews.net

KINGSPORT — Over the past three years, Kingsport officials estimate more than 1,000 people have moved to the city coming from 48 states, many from Virginia, Florida and North Carolina.

These figures and more were recently presented to the Board of Mayor and Aldermen by Deputy City Manager Jeff Fleming as an update on the progress of the Move to Kingsport initiative.

Three years ago, the city and the Kingsport Area Chamber of Commerce partnered to form the Move to Kingsport program — an initiative that aims to help entice potential newcomers by providing a wide array of information about the Model City.

The information is found on the program's Web site (www.movetokingsport.com) and includes facts about careers, crime, housing, population, climate, cost of living, schools, leisure activities and utility costs. The Web site also showcases testimonials from "ambassadors" — people who have not lived in Kingsport all their lives, but have moved here in recent or past years, talking about why they moved to the Model City.

"It is a coordinated way of giving Kingsport a presence on the Web site and in person to help attract and accclimate newcomers to the community," Fleming said. "In the past, chambers have had relocation materials. You could call or send an e-mail and order the material, and we would send it to you. Now, the Web site is our main portal to the world."

When the program first started just over three years ago, Fleming said the city was challenged to find ways to measure how many newcomers were coming to Kingsport. The answer lay in water taps.

"We used water taps. When someone comes in and applies for water service, there is the previous ZIP code and the

new ZIP code, and we would enter the information into the computer, and once a month I'd get mailed a report on the number of newcomers," Fleming said. "There's a similar report called 'cutoffs' where people disconnect their water. So we track it both ways."

Fleming said through those reports, the city has been able to track the previous and future destination of more than 99 percent of the new and cutoff water taps — less than 10 out of 1,300 were unknown in one year.

Please see **MOVE**, page 2A

www.MoveToKingsport.com

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in the "Foothills" of Tennessee.

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your feet up, kick back with friends,
and "live the good life."

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The "Happy" Foothills of Tennessee

